

City of Carlsbad and the San Diego Business Journal present

S P O T L I G H T O N
CARLSBAD



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SPOTLIGHT ON CARLSBAD

City of Carlsbad Reaches Out to New and Existing Businesses

By Karen Chen

The city of Carlsbad, located along a scenic coastline 35 miles north of Downtown San Diego, offers a myriad of opportunities for companies wanting to locate in a dynamic community. Apart from its picturesque scenery, coastal distinction and high standard of living, Carlsbad has truly become an economic jewel of San Diego County.

What distinguishes this charming, prosperous community from many other areas in Southern California is that the city of Carlsbad combines the needs of its residents, visitors, businesses and environment. Achieving economic prosperity and an enviable quality of life have remained top city priorities throughout the years. A progressive city government, matched with a welcoming business climate, enables the diverse business community of Carlsbad to flourish and share a common vision. It takes a long-term commitment to keep Carlsbad ideally situated for all types of business operations. Carlsbad's award-winning growth management plan has called for a combination of residential, business and industrial development through the build-out of the city to ensure that the city provides top community services and a high quality of life to its residents and visitors.

To help attract and retain business, the city's Economic Development Department has embarked on a new business attraction/retention program called Capitalize on Carlsbad™. This program is aimed at both attracting new businesses to Carlsbad and reaching out to companies already located there. To accomplish this, the city staff will meet with businesses to discuss questions and/or concerns they may have about doing business in Carlsbad. They will also provide information as it relates to demographics, site selection, zoning requirements and other key information about the city.

The key areas of the program are focused on location, workforce recruitment, quality of life and corporate cluster.

Location

The diverse business culture and spectacular setting, including coastal lagoons, pristine beaches and the thriving village by the sea is the reason why more than 93,000 residents call Carlsbad home and thousands of tourists visit year-round. Travel time to either Orange County or Downtown San Diego is approximately 35 minutes, and Los Angeles and Mexico destinations are just over an hour away.

Artful city planning and a dynamic

Carlsbad business community have been instrumental in developing premier office, industrial and commercial development that are strategically placed along well-designed traffic corridors to accommodate both residents and commuters. Interstate 5 bisects Carlsbad running parallel to the coastline, and Highway 78 runs along Carlsbad's northern border, connecting the city to the Oceanside, Vista, San Marcos and Escondido markets.

North County Transit has two terminal sites in Carlsbad for commuter rail service. These stations currently serve the Coaster, a light rail line running from San Diego to Oceanside. Ultimately, the light rail line will extend east to Escondido. Plans are underway for construction of a rail network that will link Los Angeles, Riverside, San Bernardino, Orange and San Diego Counties, all of which include connections with Carlsbad.

Carlsbad's McClellan-Palomar Airport is one of the busiest single runway airports in the nation and serves the metropolitan area of northern San Diego County and the Southern California region in general. More than 400 aircrafts, including a significant number of corporate jets, are based at the McClellan-Palomar Airport.

In addition to an easy and convenient access, Carlsbad's natural beauty also contributes to its popularity as a business and tourist magnet. There are community parks, lagoons and beaches that can be enjoyed year-round. Swimmers and sun lovers are drawn to the excellent surf conditions and the soft sand that Carlsbad beaches offer.

Workforce Recruitment

Carlsbad's great location is a key asset to attracting and retaining the best employees. Staff and senior executives alike who desire high standards of living and community amenities for their business and families capitalize on Carlsbad.

Education for both families and employees rank at the top of the list, because Carlsbad's residents place a high level of importance on education. Annual fiscal, demographic and performance test scores demonstrate how the schools serving Carlsbad continue to surpass both county and statewide averages. Carlsbad is also convenient to many of the colleges and universities in the San Diego area. Cal State San Marcos, MiraCosta College and Palomar College are approximately 15 minutes away. The University of California, San Diego is approximately 22 miles away. San Diego State University and the University of San Diego are both approximately 35 miles away. In

addition to college graduates, these colleges attract many highly qualified professionals seeking to broaden their educational experience. These schools' output of well-educated students provide the city and surrounding employment areas with a rich pool of workforce talent. Additionally, the research and development conducted at these academic institutions attracts some of the greatest minds in biotechnology, high-technology and professional management to the area.

Quality of Life

Money magazine has named Carlsbad one of the most desirable places to live in America. Coastal temperatures range from an average of 58 degrees in January to a pleasant 73 degrees in July. Annual rainfall averages about 10 inches, falling mostly between the winter and early spring months.

Carlsbad has more than seven miles of beach and coastline and more than 150 acres of developed parkland, offering year-round recreation. To complement Carlsbad's superior sport and recreational facilities, the city has planned a comprehensive system of natural open space and hiking trails. In contrast to many coastal areas, Carlsbad has retained a number of natural resources, including three coastal lagoons.

Carlsbad is also home to the Dove Library, one of the finest libraries and cultural complexes in the region; and the Cannon Art Gallery and the Schulman Auditorium, which boast fine art exhibits and performances from areas such as New York and San Francisco.

The Corporate Cluster

The importance of collaborative networks, the synergy between academic research and commercial applications and the development of large industrial parks have all contributed toward development of key cluster industries in Carlsbad. According to a January 2005 North County Times survey, five of North County's 23 largest employers are based in Carlsbad.

Greg Geissman is the public relations manager of the Carlsbad-based company Invitrogen, a manufacturer of life science research products. Geissman asserts that Invitrogen leaders enjoy a location rich in the supplies and talent they need.

Carlsbad has enjoyed a strong local economy for many years, much of which has come from industrial development. The Carlsbad General Plan designates approximately 2,500 acres in the central corridor for planned industrial use and has

embraced companies of all types to move into this designated area. Various types of high-technology and biotechnology industries are encouraged and permitted in the corridor, such as light manufacturing, research and development, communications and corporate headquarters. Industrial lots are graded with street improvements and utilities are already in place.

With some 400 acres of industrial and commercial land ready to come on line, Carlsbad is poised for even greater business growth. Some of the projects that are expected in the next 12 to 24 months include: Carlsbad Oaks North, Raceway Business Park, Palomar Forum and Bressi Ranch.

"Carlsbad is well positioned for business. We can effectively accommodate business expansion and relocation at a time when there are limited quality master-planned corporate environments in such an idyllic setting. Plus, the advantages of locating within Carlsbad are tremendous when you consider the quality housing and lifestyle options and the strategic access you gain from Carlsbad to all major business centers throughout Southern California," said Cynthia Haas, an economic development and real estate manager with a strong and supportive view of Carlsbad's business accommodations.

The Economic Development Department is committed to enhancing the city of Carlsbad's ability to provide its citizens with important services as well as housing and job opportunities. It provides a wide range of services to large and small businesses already located or interested in relocating to the city of Carlsbad. The staff of the Economic Development Department serves as a liaison for businesses to all city of Carlsbad services. San Diego residents and visitors are invited to "Capitalize on Carlsbad."

Karen Chen is a management analyst for the city of Carlsbad.

For more information, please visit www.carlsbadca.gov/econdev.com.



SPOTLIGHT ON
CARLSBAD

Five Ways to Find Great Talent

By E.J. Conrad

Recruiting the best employees for an organization is an ongoing challenge for every manager, supervisor and human resources professional. Employers who are the most successful in this task, develop a pre-qualified candidate pool not just while they are trying to fill a job, but also before a job needs to be filled. The following are five key ways to develop a great talent pool:

1 Identify the Ideal Candidate: When there is an opening, all resources available should be used to create an accurate job description, including getting input from human resources, the hiring manager and successful employees. After describing the job, it is time to define the type of candidate required. Ideal skills, experience and characteristics should be identified, as well as considering what skills the team already possesses and what is missing. Once the company's true needs are determined, it is easier to identify the ideal candidate.

2 Become an Ideal Employer: Companies are considered employers of choice

because they make employees feel valued and concern themselves with employee satisfaction in addition to customer satisfaction. An organization should look at its turnover rate and consider if it needs to make changes to improve employee satisfaction. Prospective candidates look for companies that they feel will nurture their talent and provide opportunity for growth, so a company should ask itself what would cause a candidate to choose a position with them over another organization.

3 Recruit Using the Internet and company Web site: Organizations are advised to learn how to use the Internet and their Web

site to attract great talent. Job descriptions should be posted not just on the company Web site, but also on commercial job boards and professional association sites. A company's Web site should be designed to sell its goods and/or services and also to sell the organization to potential future employees.

4 Consider Outside Assistance: The fee paid to recruiters when they find the right fit is small compared to the time and money spent on internal recruiting without the desired results. When filling a niche position, professional staffing agencies can move quickly. They know the industry and provide a second pair of eyes to help

a company in its search for top talent. The value of hiring the ideal candidate before a competitor does is priceless.

5 Get Employee Referrals: A company should tap into its employee networks. Talented people often know other talented people, and often times the best employees are already employed and may not currently be looking. The offer of a bonus motivates employees to maintain networks and refer top talent when they see a need.

E.J. Conrad is the president of Island Staffing. For more information on Finding Great Talent, please call (760) 295-0486 or visit www.islandstaffing.us.

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SPOTLIGHT ON CARLSBAD

CARLSBAD:

The Village By the Sea Goes From Quaint to Quintessential

By Ted Owen
President & CEO
Carlsbad Chamber of Commerce

Carlsbad is like the teenager blossoming into adulthood. The city is 40 square miles of land inside 25,000 acres, with a six mile beach front and home to around 100,000 residents. For years, the city has made successful progress on its well-planned course to build out. With less than 3,000 acres of developable land remaining, the plan will begin to shift toward redevelopment.

In 1986, Carlsbad operated with a General Plan for guidance on the development of the city. The plan called for 108,300 housing units for a population of 210,000, which is about 25 percent of the city, including the three lagoons that would be preserved as open space. With the passage of Proposition E in November 1986 the number of housing units was reduced to 54,600, the population cut to 135,000 and 25 percent of open space requirement upped to 40 percent.

Currently, the city is in the middle of a building boom. Projected over the next eight to 10 years are 10 hotels, 3 million square feet of commercial and retail space and 8,000 homes.

Here are some highlights of major projects that are planned or presently underway.

The city currently has 3,555 rooms in its inventory with 32 hotels and resorts. Adding to that, are four new hotels, three of which are under construction. The largest is a 700-room resort and timeshare facility being constructed by the Grand Pacific Resorts, Inc. The \$130 million project is being built adjacent to LEGOLAND in Carlsbad Ranch. Next is the West Inn and Suites at Cannon Road and I-5, which recently opened in May of this year. The 86-room hotel is part of the West Corporations family of businesses all located within blocks of each other. Included in the West developments are: WestMart, a gasoline and retail outlet; West Steak and Seafood restaurant and a second, not yet named, restaurant which is under construction. A Fairmont and a Marriott Suites are also underway along Palomar Road across from McClellan-Palomar Airport.

On Jan. 1, 2006, the city began administering a Tourism Business Improvement District. At the end of the first quarter the BID had collected \$175,000. The city's Transient Occupancy Tax is at 10.5 percent. The city council was spending \$525,000 on tourism promotion prior to the BID. It is anticipated that more than double that will be available after the first year of the BID.

The city has approximately 5,300 business licenses employing more than 65,000.

40 percent of all the land in the city limits must remain as open space.

15 percent of all residential housing units have to be set aside as affordable housing.

Carlsbad is one of four jurisdictions that

will outgrow the region as a whole. The population is currently around 100,000, but is slated to top out at 135,000. By 2030 the region will grow by 35 percent. Carlsbad will top out the growth curve at 65 percent.

The population is 81 percent white, 12 percent Hispanic and 7 percent other.

According to SANDAG statistics, the median age of the population is 38.9 years; the median income per household is \$90,000; education levels indicate that 48 percent of residents are high school graduates and 45 percent are college graduates.

On the business side, Carlsbad is home to about 65 biotechnology firms, 75 high-technology firms and 15 golf manufacturing companies. The city houses several of the regions largest revenue generating companies including: K2, Inc., a \$1.4 billion sports manufacturing giant; VIASAT, a \$1.2 billion communication product company and Invitrogen, a \$1.7 billion biotechnology firm.

The Defense Department looms large in the Carlsbad area with the Marine Corps base at Camp Pendleton hugging the Carlsbad/Oceanside borders. The statistics on the base economic impact are staggering:

- The annual payroll is \$825 million in military pay and allowances.
- Civilian employment on the base is \$170 million.
- The retired military payroll is \$195 million.
- The base population is 35,000 military with 38,000 dependents on base.
- Military retirees total more than 77,000.
- Civilian workers on the base are 8,000.
- The total economic impact of the base is \$2.1 billion.

To keep up with all of the growth, city officials had to keep a close focus on transportation and infrastructure projects — everything from freeways to local road systems. With the renewal of the TransNet sales tax initiative many transportation problems could be solved. Here are just a few of the projects that will impact Carlsbad:

- I-5 North has four new managed traffic lanes similar to the High Occupancy Vehicle (HOV) lanes on I-15. Part of a \$2.69 billion program, the new lanes would merge at the intersection of I-805 and I-5 and end in Oceanside near State Route 76.
- Improved interchanges on I-5, two new HOV lanes on SR 78 from I-5 to I-15 and a new train system called Sprinter to provide service from Oceanside to Escondido. Part of an \$822 million program.
- For local streets, the TransNet funding allows for \$4.5 billion in new improvements. Construction will be done on El Camino Real, Coast Highway, College Boulevard — all in conjunction with improved traffic flow on the road network. In addition, all developers impacting local roadways in Carlsbad are required to mitigate all impacts prior to building their projects. Corky McMillan Co. just spent \$24 million to complete 2.5 miles of College Boulevard near its new project.

Local Developer Understands, Appreciates Carlsbad Appeal

By Jennifer Cornelius

Throughout the last several years, Carlsbad has experienced tremendous growth and development, partly as a result of the extensive build-out occurring in San Diego, but also because Carlsbad offers a great environment to live, work and play.

The city has worked hard to establish a dynamic, business-friendly atmosphere that has proved successful in drawing a variety of local, regional and national companies to Carlsbad. Infrastructure improvements have enabled the influx of residents to flourish, and in return, residents provide a talented labor pool from which businesses may draw.

As a result of this strategic planning, and by virtue of its location, Carlsbad is living up to its own advertising that claims it can accommodate all types of businesses and industries. Judging by the number of companies that now reside in Carlsbad or are developing offices and business parks there, the city's predictions were right. Key development companies and progressive businesses alike are capitalizing on the city's offerings.

Many of Grubb & Ellis|BRE Commercial's professionals have provided strategic commercial real estate services in Carlsbad for the past 20 years, and the company itself has operated from its Palomar Airport Road location for the past four years. The company's approximately 30 commercial real estate experts have not only observed the growth as professionals and long-time residents, but have also acted as trusted advisers to the growing number of developers and businesses that now invest, develop or occupy the city's industrial/business parks and office buildings.

In fact, the company itself has grown so much that it, too, will be relocating in September to Kelly Corporate Center IV, a Class A office building currently under construction at the corner of Palomar Airport Road and Aviara Parkway. Both Grubb & Ellis|BRE Commercial and Merrill Lynch will occupy 35 percent of the 75,177-square-foot space scheduled for completion in August. The remainder of the building, operated by The Allen Group, is still available for pre-lease. Grubb & Ellis|BRE Commercial brokers Rick Reeder, Justin Halenza and Katie Anderson represent the project's marketing team.

In May 2006, Opus West Corp. broke ground on the first phase (Lots 18-22) of its 43-acre development at the Carlsbad Raceway known as Opus Point, a project that will ultimately encompass 583,000

square feet of office, R&D and manufacturing buildings at a cost anticipated to exceed \$105 million. Phase I of this project will hold approximately 328,000 square feet of office and R&D space, with completion scheduled for late 2006.

"Carlsbad has evolved into a highly desirable place to do business," said Paul Marshall, Opus West division president for Southern California. "We feel that Opus Point will serve the needs of a wide range of companies from both within the greater San Diego area and among those looking to relocate to this region."

Marshall added that because Carlsbad appeals to such an array of companies in a variety of locations, Opus West created a diverse master plan at Opus Point. From corporate headquarters, high-end research and manufacturing facilities to a large office campus, the company believes that no other development in Carlsbad provides this depth of product to the market.

Opus Point is located just north of the intersection of Melrose Drive and Palomar Airport Road. Opus West is currently completing the acquisition of 18 acres of land for Phase II of Opus Point, which will encompass 255,000 square feet of speculative office and R&D facilities. The company plans to break ground on Phase II in early/mid 2007 with anticipated completion in late 2007.

Grubb & Ellis|BRE Commercial broker Dennis Visser, SIOR, who along with Mark Emerick, Rick Reeder, SIOR, and Aric Starck, represent Opus West in marketing Opus Point, said net absorption in 2006 for the Carlsbad office and R&D markets is strong, outpacing the last three plus years. The delivery of quality new development in the market will continue to create opportunities for internal growth and relocation into the region.

According to Grubb & Ellis|BRE Commercial, Carlsbad's industrial base is the largest in North County with more than 13 million square feet, yet strong demand for more space remains. Market fundamentals remain positive in 2006, recording more than 190,000 square feet of positive net absorption for R&D product year-to-date, which bodes well for the current and upcoming development in the city. As of first quarter 2006, new leases have reduced the direct vacancy rate to 10.7 percent and rental rates are on the rise.

Davis Partners, a successful Southern California developer, chose Carlsbad for its first project in the San Diego/

See *APPEAL*, page A-44

SPOTLIGHT ON CARLSBAD

A Unique Approach to Business Banking is Brought to Carlsbad

By Dan Yates

On June 5th, Regents Bank opened a new office at 1921 Palomar Oaks Way in Carlsbad to service North San Diego County. It's the fourth branch office for the rapidly growing bank since it opened its headquarters in La Jolla in 2001.

From the beginning, Regents Bank has assembled a team of veteran bankers, all with years of experience in the San Diego area. Heading up the Carlsbad office is Senior Vice President Jay Hibert, who joined Regents Bank just three months after it opened. Hibert has been in the commercial banking industry for nearly 21 years and has concentrated his lending efforts on serving San Diego North County business clients for the past 18 years.

Regents Bank has achieved growth by continuing its dedication to customer relationships — nurturing them, attracting them and deepening them.

Though it serves all kinds of customers, its particular focus remains business banking. In business banking, service is critical, particularly for small- to mid-sized privately-owned companies with hands-on leadership that need their bank to be more than just a place for loans and deposits. Because the Regents Bank team are entrepreneurs themselves, and fully

understand the needs of a growing business, they call their approach "entrepreneurial banking." Regents Bank demonstrates just what that means by providing its clients with genuine added value and successfully positioning itself against the competition.

While other banks talk about service, Regents Bank defines it. Its bankers have become sounding boards and trusted advisers for their clients, connecting them with all the bank's contacts, resources and critical information sources. Businesses should ask themselves whether or not their banker has asked for trade journals, competitor profiles and detailed information on their industry. Regents Bank does.

Entrepreneurial banking works. With the opening of the new Carlsbad branch office and new accounts joining the bank every month, it's evident that it is growing right along with its customers.

Regents Bank representatives are willing to invest their time to learn about a particular business and the challenges it faces. They are optimistic for the economic vitality of North San Diego County and proud to be a part of it.

Dan Yates is the president and CEO of Regents Bank. For more information, please call Jay Hibert at (760) 431-7133 or visit www.regentsbank.com.

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Senior Vice President Jay Hibert

Regents Bank has opened a new office at 1921 Palomar Oaks Way in Carlsbad, bringing entrepreneurial banking to businesses all across North San Diego County. Ideal for small to mid-sized privately-owned companies, entrepreneurial banking means exceptional service. It means having a strategic partner for a banker, a savvy professional who will invest the time to learn your business, give you access to the bank's contacts and resources, and provide prompt answers with innovative solutions.

At Regents Bank, we think like entrepreneurs because we are entrepreneurs — now opening our fourth office in as many years.

Sure, all banks talk about service. We prefer to demonstrate. Like to hear what entrepreneurial banking could do for you? Just contact us, and we'll come to you.



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Dan Yates, president and chief executive officer of Regents Bank.

SPOTLIGHT ON CARLSBAD

Why is Bressi Ranch So Successful?

By Roger Carlson and
Morgan Abbott

Bressi Ranch is a 585-acre master-planned, mixed-use project, considered North County's premier "live, work and play" community. With a superior location in the heart of Carlsbad, the ranch enjoys unparalleled visibility and access from the region's two major arterials, El Camino Real and Palomar Airport Road.

In addition to a first class community, which includes eight neighborhoods and an affordable housing component, Bressi Ranch will also include a business park (Bressi Ranch Corporate Center), a retail center (Bressi Village), eight parks, a Village Club for residents and 200 acres of open space.

Many homes will be built within walking distance to an upscale, campus-style business park, which is estimated to generate 4,000 jobs. The architecture and landscaping of Bressi Ranch Corporate Center will be consistent with the community as a whole.

Bressi Ranch Corporate Center is intended to establish an attractive setting for the research and development industries. To date, most sales within the 132-acre corporate center have been to owner/users that recognize the value of owning a building to stabilize their future business costs.

Large, mixed-use projects like Bressi Ranch are rare, particularly in North County where sizeable land parcels are scarce. Smaller, high-quality opportunities for corporate headquarters and office owner/users are also rare. In addition, Bressi Ranch is one of several office/industrial properties currently being developed in North County, however it is the only business park in the area with a significant retail component.

Interest in Bressi Ranch Corporate Center has come from the surrounding communities, however buyers are also coming from Encinitas, Del Mar, Solana Beach, Mission Valley and La Jolla UTC. Some of these investors are also buying homes in Bressi Ranch, making the "live, work and play" dream a reality.

Bill Slattery is a local accounting professional who researched new locations to expand his business before settling on Bressi Ranch Corporate Center. After committing to purchase a 5,700-square-foot office building in The Spectrum at Bressi, he and his family decided to purchase a home in the Canterbury neighborhood there.

"My family is so excited to be in Bressi Ranch where we have everything we need right here," Slattery said.

With hundreds of acres of rolling hills, Bressi Ranch will maintain 200 acres of untouched open space that will

be preserved and protected in perpetuity. Tree-lined streets will run through all eight neighborhoods and a garden district will feature eight different parks.

Bressi Square will be a civic park that will host concerts and special celebrations. This park will be located next to the future home of the Boys and Girls Club of Carlsbad. Every park has its own personality, including Bark Park, a riparian area that dogs will love.

Bressi Commons is the central park and home to The Village Club, a private facility for residents that includes a recreation center, showers, pool, spa, wading pool, a rose garden, outdoor fireplace and barbecue area.

A neighborhood shopping center is also planned for Bressi Ranch. Other planned uses include an assisted living facility and a service station.

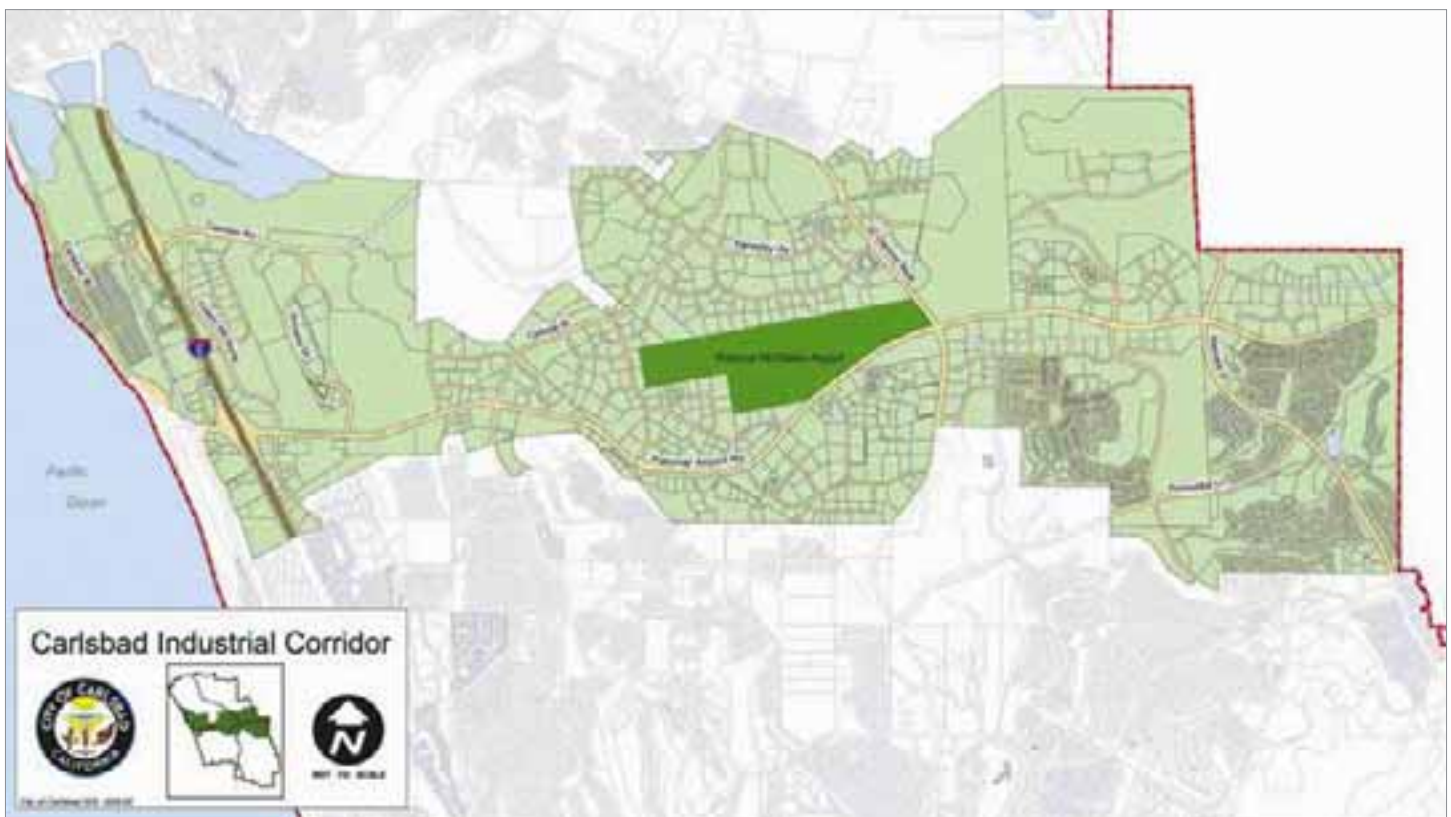
Neighbors include 24-Hour Fitness, Olympic Resort & Spa and McClellan Palomar Airport. New development nearby includes the 100,000-square-foot Pacific Athletic Club and Carlsbad Municipal Golf Course. Also nearby are the Aviara Four Seasons Resort, La Costa Resort & Spa and Legoland.

CB Richard Ellis joins Lennar Homes and the many owners who are making Bressi Ranch a proud

"live, work and play" community.

CB Richard Ellis, a Fortune 1000 company headquartered in Los Angeles, is the world's leading commercial real estate services firm (in terms of 2005 revenue). The company serves real estate owners, investors and occupiers around the world through more than 300 offices (including partners and affiliates) in more than 50 countries. CB Richard Ellis delivers to its clients superior strategic advice and execution for property leasing and sales; property, facilities and project management; corporate services; debt and equity financing; investment management; valuation and appraisal; research and investment strategy; and consulting. Founded in 1906, CB Richard Ellis marks a century of excellence in client service this year.

Roger Carlson serves as a first vice president with CB Richard Ellis and has been with the firm for 10 years. For more information on the leading brokerage team in North San Diego County, please visit www.cbre.com/teamalleecarlson. Morgan Abbott handles communications and marketing responsibilities throughout the San Diego region for CB Richard Ellis. For more information please visit www.cbre.com/sandiego.



SPOTLIGHT ON CARLSBAD

Magnolia Estates Brings Southern Flair to Carlsbad

By Lindsey Ashjian

Magnolia Estates, the Southern Colonial-style neighborhood by Barratt American, serves as the crown jewel of the new master-planned community of Bressi Ranch in Carlsbad, according to Peter Fagrell, land division president for Lennar Homes, master developer of the Bressi Ranch community.

Comprised of a limited-edition of only 25 estate-sized homes alongside themed gardens, Magnolia Estates offers home buyers the option of four or five bedrooms, 3.5 to 5.5 baths on home sites averaging a leg-stretching 20,000 square feet. Homes range in size from 4,985 to 6,210 square feet in four distinct home plans with four-car garages. One of the homes is on a single level. Magnolia Estates prices start at \$1.8 million.

"We view Magnolia Estates as a company high-water mark in terms of architecture, craftsmanship, appointment level and superb location," said Michael D. Pattinson, president of Barratt American. "These artfully designed homes are geared to the most exacting expectations on similar home sites that must be seen to be appreciated."



Featuring Classical Revival, Southern Revival and Colonial Federal architectural designs, Magnolia Estates is comprised of 25 limited-edition estate-sized homes ranging from 4,985 to 6,210 square feet. Prices start at \$1.8 million.

Classical Revival, Southern Revival and Colonial Federal architectural designs by The Case Group, an award-winning San Diego-based architecture firm, embody the southern feel of Magnolia Estates' four distinctive floor plans. Classical Revival architecture is reminiscent of the 19th

century Greek Revival style and offers broad expanses of plain wall surfaces and arranges windows and columns in a symmetrical fashion. Homes built in the Southern Revival style, one of the longest-lived architectural forms, display formal detailing and feature single-hung windows with double panes. Recognized for retaining the wealth and elegance of England, the Colonial Federal model includes a low-pitched roof and slender chimneys at each end of the aristocratic home.

The Magnolia Estates colonial homes offer a variety of striking outdoor features including full-house rain gutter system, carriage house-style roll-up garage doors, enchanting courtyards on some homes and shady porches with others.

Alluring attractions within the overall Bressi Ranch are a Monterey Bay-style community center, which includes a community pool, walk-in wading pool, spa, outdoor fireplace and barbecue area. Bressi Ranch also features numerous walking paths and parks, and Bressi Commons is within walking distance of the community center and features a rose garden and a large grassy area, great for picnicking.

Magnolia Estates is within the Garden District at Bressi Ranch, which is in the heart of Carlsbad. With its

small town atmosphere and strong sense of identity, Bressi Ranch thrives on the convenience of having its homes, parks, shopping, social and business centers all within walking distance of one another.

To visit Magnolia Estates, exit the Interstate 5 at Palomar Airport Road, head east for approximately four miles, then turn right on El Fuerte Street.

Lindsey Ashjian is with Julia Simms Public Relations. For more information on any Barratt neighborhood, please visit www.barrattamerican.com.



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SPOTLIGHT ON
CARLSBAD

New Phase of Residential Homes Now Open in Ocean-Close Carlsbad

By Kathleen Klassen

A new phase of coastal-close homes is expected to become available for sale this weekend at Ravinia, a neighborhood by McMillin Homes within the master-planned community of Calavera Hills in Carlsbad. At Montara at Calavera Hills the builder is nearing close-out, with the limited selection available including the

fully furnished Plan 2 model home.

"Featuring an amazing ocean vista, numerous designer upgrades and mature landscaping in both the front and back yards, the availability of the Plan 2 model home at Montara is a once-in-a-lifetime opportunity," said Donna Alessandra, sales manager for McMillin.

Priced from the high \$600,000s, the one- and two-story residences at Montara have

1,658 to 2,888 square feet, three to six bedrooms and 2.5 to five baths. Exteriors showcase California Craftsman-, American Colonial- and Santa Barbara-style architecture.

Positioned on a hill within the master-planned community just a few miles from the ocean, some Montara homes available now offer coastal vistas. Others have added privacy due to large home sites. For current sales information, call Montara sales repre-

sentatives at (760) 730-9120.

Also featuring view-oriented homes and spacious lots is McMillin's Ravinia at Calavera Hills, with prices for Phase 8B from the low \$700,000s. The one- and two-story homes at Ravinia have 1,643 to 2,876 square feet, three to five bedrooms, two to three baths and two- and three-car garages. The architecture reflects California Craftsman and Spanish Revival styles. Current sales information for Ravinia is available at (760) 730-0928.

"The single-family homes at both Montara and Ravinia showcase numerous exceptional features like gourmet kitchens, roomy master bedroom suites and family rooms with a wood-burning fireplace," Alessandra said. "Homeowners also enjoy the formal living and dining rooms of many of these homes. Many also have the added convenience of upstairs laundry rooms."

Montara's Plan 1 home offers a single-story floor plan with formal entry, dining room, interior laundry room, three bedrooms and three bathrooms. The 1,658-square-foot home has an option for a fourth bedroom. An alternative two-story version of this plan offers four bedrooms as standard and includes a formal living room.

Plan 2 at Montara is a two-story home with 2,404 to 2,822 square feet and as many as six bedrooms and 5.5 bathrooms. A recessed three-car tandem garage puts the focus on a front porch entry, which leads to formal living and dining rooms. The entire rear portion of the home features an open kitchen, nook and family room. Upstairs are spacious bedrooms, bathrooms and a laundry room. Options for this home include a super family room, master bedroom retreat and upstairs bonus room.

The largest of the homes offered at Montara has 2,691 to 2,888 square feet and as many as six bedrooms and five bathrooms. This floor plan includes a downstairs office, upstairs laundry and options for a master bedroom retreat and super family room.

The Plan 1 at Ravinia is a single-story home with 1,643 square feet, two or three bedrooms, two baths and a two-car garage. The floor plan's great room living incorporates family room with fireplace, dining room, nook and kitchen with island. A two-story option for this floor plan has 2,170 square feet and up to four bedrooms and three baths. The two-story option has a formal dining room and den in place of the fourth bedroom.

Ravinia's Plan 2 is a two-story home with 2,432 to 2,597 square feet, three to five bedrooms, 2.5 to four baths and up to three-car garage. Numerous op-

See FINAL, page A-42

ASK ABOUT OUR HOME OF THE WEEK! — 3% BROKER CO-OP

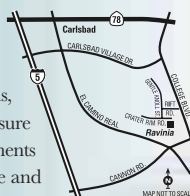
For some, the charms of coastal living only begin with an ocean view.



McMillin Homes
A Corky McMillin Company
mcmillin.com

Amidst a soothing backdrop of natural serenity, an endlessly rewarding lifestyle awaits. Ravinia presents a collection of stylish residences including ocean-view homesites that feature classic architectural detail and a host of contemporary appointments. Throughout the acclaimed community of Calavera Hills, friendly parks, peaceful paths, hiking trails, plus a pool, spa, and tot lots assure a life full of leisurely possibilities. All just moments from Carlsbad's wonderfully scenic coastline and renowned village charms.

From the high \$600,000s.



Prices subject to change.

SPOTLIGHT ON
CARLSBAD

New Vacation Home Opportunity Opens in Scenic Carlsbad

By Chevis Hosea

North San Diego County is arguably one of North America's top vacation home locations. And among the new vacation home properties now under development is La Costa Resort Villas, which is perhaps the finest this idyllic vacation destination has to offer.

"Carlsbad offers vacation homebuyers one of the best possible combinations of amenities," said Chevis Hosea, vice president of development for KSL La Costa I, LLC, developer of La Costa Resort Villas. "On one hand, the area offers gorgeous beaches, scenic mountains and the best year-round climate in the entire United States, if not the world. Yet, while much of this area is still naturally pristine, you're an easy drive from the urban and cultural attractions of two of America's great cities, San Diego and Los Angeles. Now, La Costa Resort Villas adds one more element to the equation, gorgeous luxury vacation homes in a world-class golf and spa resort environment. For individuals and families looking for a permanent getaway they can own and pass on to future generations, this is about as ideal as it gets."

Described as resort condominiums, each



La Costa Resort Villa is sold as an individual property with owner residency limited to 120 days per year. Days need not be consecutive. Occupancy restrictions are designed to provide adequate use for the owner while

maintaining the property's traditional resort ambiance.

La Costa Resort Villas come in four models that range from 1,020 to 2,500 square feet. Fully furnished with exquisite décor

and distinctive artwork, each Villa comes with a host of luxurious amenities, including large patios or balconies for every room; a fireplace and flat-screen plasma television in every parlor and bedroom; bathrooms equipped with cast-iron steeping tubs and separate showers with stone surrounds; a gourmet kitchen with Viking stainless steel appliances; a full set of cookware and dinnerware; and high-speed Internet connections.

As part of their ownership package, Villa owners receive a Villas Signature Sports Membership, which will give them access to the Resort's athletic club, swimming pools, 17 clay and hard surface tennis courts and locker room facilities as well as discounts to La Costa Resort's two 18-hole PGA championship golf courses, spa, retail shops and restaurants as well as use.

Prices for the La Costa Resort Villas range from \$1 million to approximately \$1.5 million. Prices are subject to change without notice. Certain conditions and restrictions apply. La Costa Resort Villas are located at 2100 Costa Del Mar Road.

Chevis Hosea is vice president of development for La Costa Resorts. For more information, please call (760) 804-7400.

LIVE PASSIONATELY.
LIVE WELL.

For those driven by a passion for life, La Costa Resort Villas offers a unique opportunity to experience daily the pleasures for which this renowned San Diego coastal destination is famous, including a world-class spa, celebrated restaurants, two tournament-level golf courses, and some of the finest year-round weather – anywhere.

Our exquisitely furnished Villas offer:

- ♦ Approximately 1,700 to 2,500 square feet
- ♦ Up to three luxurious bedrooms
- ♦ Spacious gourmet kitchens
- ♦ Villas Signature Membership to the resort

Priced from just over \$1 Million to over \$1.5 Million.



Visit the Discovery Center at La Costa Resort and Spa
2100 Costa Del Mar Road, Carlsbad, California
lacostaresortvillas.com ♦ 760-804-7400

Carlsbad ♦ California


LA COSTA
RESORT VILLAS

This advertisement and the information and artist's depictions contained herein, are intended to provide general information about proposed plans of the developer and these proposed plans, square footages and prices are subject to change or cancellation (in whole or in part) at any time without notice, and any communication given in connection with any of the foregoing, shall not be deemed to constitute any representation or warranty of any kind or character whatsoever, expressed or implied, with respect to the matter depicted or covered and may not be relied upon by any person or entity. This advertisement is not intended to be a solicitation of offers to buy, nor any offer to sell real estate in California to residents of Connecticut, Idaho, New Jersey, New York, or Oregon, or any other jurisdiction where prohibited by law. Obtain a copy of the Subdivision Public Report issued by the California Department of Real Estate before signing anything. Certain mandatory dues and fees apply to the La Costa Resort Villas. Equal Housing Opportunity. This product is only available at La Costa Resort Villas in Carlsbad, California, and is subject to prior sale. Models do not reflect racial preference.

THE KSL RESORTS COLLECTION ■ KSLRESORTS.COM

LA COSTA RESORT AND SPA ■ HOTEL DEL CORONADO

SPOTLIGHT ON
CARLSBAD

Building Leader Redefines Ocean-Close Luxury

By Cristina Walters

Executive families in search of a luxurious new home in an ocean-close setting are looking no further than two prestigious Carlsbad neighborhoods by building leader, Pulte Homes. Exceeding the industry standard for what is expected in an elegant new home collection, Balearas at La Costa Greens and San Vincenzo at La Costa Ridge offer tremendous value and undisputed quality, while maintaining an elevated level of exclusivity.

Situated on palatial home sites, select Balearas residences redefine the classic notion of coastal living with radiant ocean and golf course vistas. Surrounding this resort-style enclave is the premier master-planned community of La Costa Greens, which overlooks the velvety fairways of La Costa's North Course and magnifies the already impressive advantages of living at Balearas. Pricing for the stylized new homes now selling at Balearas begins from \$1.1 million.

Nestled only minutes from Balearas and located behind the gates of La Costa's newest master-planned enclave, La Costa Ridge is San Vincenzo. Now previewing, and featuring generous, terraced-view home sites that reveal picturesque Pacific Coast views, this remarkable neighborhood is quickly making its mark on north San Diego's competitive homebuilding market. Daring selective families to set their sights even higher, San Vincenzo will inspire an enviable lifestyle beyond compare. Pricing for this prestigious new neighborhood begins from the high \$900,000s.

Together and apart, Balearas and San Vincenzo superbly complement the dramatic backdrops against which they've been built. Displaying the architectural splendor of impeccably detailed Tuscan, Spanish Colonial, Craftsman, Santa Barbara, Mediterranean, Monterey Ranch and European Country design elements, this distinct duo will undoubtedly welcome residents home to a place in which they will feel privileged to live.

According to R. Wayne Wermuth, vice president of sales and marketing for Pulte Homes' San Diego division, "Balearas at La Costa Greens has already become a favorite among numerous southland families for its unique combination of exceptional designs and a superior array of Pulte Homes' signature standard® features." Wermuth continues, "By sharing this unbeatable combination, San Vincenzo has been generating a tremendous amount of excitement among astute home shoppers who have been previewing this enviable estate home

collection."

Featuring the remarkable attention to detail for which Pulte Homes is nationally recognized, Balearas' stunning residences exude panache within four single- and dual-story floor plans that range from 3,723 to 4,913 square feet and showcase up to six spacious bedrooms and as many as five and one-half baths.

Likewise, San Vincenzo homes will also highlight the award-winning homebuilder's eye-catching interior touches in a trio of distinct single- and two-story residences encompassing approximately 2,844 to 4,212 square feet of expansive living area. Featuring as many as five private bedrooms and up to five sumptuous baths, select San Vincenzo residences will also offer home shoppers the benefit of elegantly tailored, first floor master suites.

Also included in each Balearas and San Vincenzo residence are artfully-designed elements, such as dramatic formal foyers; cozy wood-burning fireplaces at family and living rooms; distinctive designer-selected lighting fixtures with recessed can lights; and ceramic tile flooring at entries, kitchens, laundry rooms and all baths.

Every grand Balearas and San Vincenzo home further features an expansive and finely appointed kitchen deliberately suited for gourmet cooking, quick family meals and entertaining. These culinary centerpieces blend unsurpassed functionality with memorable style with such impressive included features as rich cherry cabinetry and a full complement of stainless steel GE® Monogram appliances. Contemporary granite slab countertops, convenient center preparation islands and spacious walk-in pantries will add an unbeatable combination of sophistication and convenience to these epicurean havens.

Parents may further anticipate peaceful retreats to their lavish master suites and baths with spacious his and her walk-in closets, separate vanity areas, designer bath fixtures, dual Kohler® sinks, tasteful cherry cabinetry and handset ceramic tile, plus relaxing oval tubs ideal for a rejuvenating soak, per plan.

Adding to the already attractive benefits of living within Balearas and San Vincenzo, residents may spend tranquil afternoons in the serene surroundings of their scenic master-planned community or travel just minutes to a variety of famed attractions and entertainment destinations.

Whether relaxing in the comforts of the La Costa Resort and Spa or dining at the Four Seasons Resort Aviara, residents will undoubtedly discover just how sumptuous



San Vincenzo at La Costa Ridge, Residence Three

life can be at Balearas and San Vincenzo.

In addition, golf enthusiasts may hit the links at the La Costa Golf Club or travel to an array of courses within minutes of their new home. At Balearas and San Vincenzo, families may also look forward to countless sun-drenched afternoons swimming or surfing at local beaches or appreciating culture at several local art galleries and museums.

La Costa Greens is a master-planned community located in south Carlsbad overlooking the North Course of La Costa. Residents of La Costa Greens enjoy resort-style amenities including The Presidio, a private recreational club, neighborhood parks and tennis courts, an extensive trail system and a proposed 32-acre public community park with aquatic center. The Presidio features a Mediterranean-style clubhouse with a versatile gathering room and gourmet catering kitchen, a fully-equipped exercise facility, competition size pool and nearby waterfall and pond. La Costa Greens is served by the Carlsbad Unified School District and the San Marcos Unified School District.

La Costa Ridge is an exclusive, gated enclave located in South Carlsbad and carefully planned with only 259 homes on more than 490 acres integrated into the surrounding open space of the adjacent 1000-acre La Costa Preserve. Situated on the highest point in La Costa, residents of La Costa Ridge will enjoy breathtaking panoramic ocean and hilltop views along with all the highly desirable amenities of North County including resorts and spas, world-class golf courses and pristine beaches. La Costa Ridge is served by the San Marcos Unified School District, which touts California Distinguished schools.

Pulte Homes, Inc., based in Bloomfield Hills, Mich., is a Fortune 200 company with

operations in 54 markets and 27 states. In 2005, the company delivered 45,630 homes in the United States and generated consolidated revenues of \$14.7 billion. During its 56-year history, the company has constructed more than 450,000 homes. Under its Del Webb brand, Pulte Homes is the nation's largest builder of active adult communities for people age 55 and older. Its DiVosta brand is renowned in Florida for its Built Solid™ building system and distinctive master-planned communities featuring a town center concept. Pulte Mortgage LLC is a nationwide lender and offers Pulte Homes' customers a wide variety of loan products and superior customer service.

To visit Balearas at La Costa Greens and tour the professionally decorated and landscaped model homes, travel Interstate 5 and exit La Costa Avenue, heading east. Travel to El Camino Real and turn left. Turn right onto Alga Road, then left onto Alicante Road. Follow the signs to the Balearas at La Costa Greens models and sales center, open daily from 10 a.m. to 5 p.m.

To preview the impeccable new home designs at San Vincenzo at La Costa Ridge, from Interstate 5 exit La Costa Avenue, heading east. Travel to El Camino Real and turn left. Turn right onto Alga Road, then right onto El Fuerte Street. Follow the signs to the San Vincenzo at La Costa Ridge sales center, open daily from 10 a.m. to 5 p.m.

Cristina Walters is principal of C & M Communiqué. For more information about La Costa Greens, please visit www.lacostagreens.com. For more information about La Costa Ridge, please visit www.lacostaridge.com. For preview information on San Vincenzo at La Costa Ridge, please call (760) 918-0509 or visit www.pulte.com.



Families Enjoy a Vacation Lifestyle Without Ever Leaving Home

By Cristina Walters

Countless families are enjoying a lifestyle befitting that of a first-class resort at Bressi Ranch, a master-planned, coastal community envisioned and developed by building leader Lennar. Nestled in the heart of ocean-close Carlsbad, Bressi Ranch showcases a host of unrivaled recreational amenities for families to enjoy, including lush parks and colorful gardens that bloom year-round.

Bressi Ranch features eight distinct neighborhoods, built by two of America's most acclaimed builders, all interconnected within a pedestrian friendly atmosphere that delivers new meaning to the word "community." This neighborly charm is the culmination of such inspiring community touches as tree-lined streets with oversized sidewalks and a system of walkways ideal for young families to explore the refreshing community, the old fashioned way - by foot.

As residents stroll through the vibrant and flourishing village, they will notice the diverse architectural styling and distinct personality displayed by all eight of Bressi Ranch's unique neighborhoods, each reflecting the historic character of early Carlsbad.

Bressi Ranch invites a spirit of adventure and relaxation, as foot paths link young and growing families to an oasis of themed gardens, parks and squares, such as Topiary Park. This family retreat features lush rolling lawns, large shade trees, half-court basketball, a tot lot and a collection of animal-shaped topiaries sure to capture the imaginations of children and adults alike.

While serene havens such as the Topiary Park, Peppertree Park and the Heritage Garden welcome rest, playfulness and reflection, families also enjoy a vacation-like atmosphere at Bressi Square, an old-fashioned civic park that is home to summer concerts, community picnics and Fourth of July celebrations. Highlighted by a gazebo and a 20-foot fountain, Bressi Square is the ideal place to come together for a quick lunch. Moreover, this civic park is also located next to the future home of the Boys & Girls Club of Carlsbad.

Active families can further enjoy walking or jogging along vast trails or socializing with neighbors at Bressi Commons. This central park-style hub is ideal for community activities, such as the recent Spring Fling Celebration. Bressi Commons also features shaded picnic areas, a large grassy area and an extensive rose garden, where

families will discover numerous fragrant varieties - including the Carlsbad rose.

Enhancing the vacation lifestyle residents of Bressi Ranch enjoy is The Village Club, a private Monterey Bay-style community center with a convenient kitchen, outdoor porches and a Riviera-style pool area, which includes an Olympic-size lap pool, a relaxing spa and a beach-entry wading pool for the kids. Adjacent to Bressi Commons, The Village Club's outdoor fireplaces and barbecue areas encourage residents to enjoy summertime gatherings with friends and neighbors, within walking distance of their own front doors. This recreational centerpiece epitomizes the Bressi Ranch lifestyle, exuding a rich ambience rivaling that of many premier resorts.

In addition to these exclusive amenities found only within Bressi Ranch, the coastal village of Carlsbad offers families all types of outdoor activities and attractions equal to those of famed seaside vacation

destinations. World-class golf courses; internationally-recognized resorts and spas; elegant dining and shopping; and of course fishing, surfing and relaxing along miles of beautiful white sand beaches are all a short drive from Bressi Ranch. Strolling along the Carlsbad Seawall and three lagoons is also a delightful way to spend an afternoon.

Furthermore, Bressi Ranch is served by the award-winning Carlsbad Unified School District and San Dieguito Union High School, offering excellent educational opportunities for the residents' children.

Lennar is one of the nation's largest and most respected homebuilding companies. Established in 1954, Lennar has built a reputation for offering quality homes and unparalleled customer care—with a commitment to offering a tickled, delighted and happy home-buying experience—while building more than 600,000 homes throughout the United States.

Visitors to Bressi Ranch will discover

beautifully decorated models at six outstanding neighborhoods priced from the upper \$600,000s to high \$1 millions. Featuring seven Lennar neighborhoods and an eighth developed by Barratt American, this master-planned community nods to a past era, while brilliantly looking toward the future. Buyers are urged to take advantage of the opportunity to tour these spectacular new communities and see the many choices in styles, pricing and high-tech amenities.

To visit Bressi Ranch and experience, firsthand, the vacation lifestyle epitomizing this resort-like community, exit Interstate 5 at Palomar Airport Road and travel east. Turn right on El Fuerte Street and right onto Bressi Ranch Way. Follow the signs to the Welcome Center, open daily at 10 a.m.

Cristina Walters is the principal at C & M Communiqué. For more information about Bressi Ranch, please call (760) 438-2427 or visit www.bressiranch.com.



The fully furnished Plan Two model home is now available at Montara at Calavera Hills by McMillin Homes.

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tions with this floor plan include a loft and master bedroom retreat. Tech center and upstairs laundry with additional storage space and sink are standard.

The two-story Plan 3 home has 2,705 to 2,876 square feet, five bedrooms, three bathrooms and a three-car garage. Master bedroom retreat and parlor options are available in this floor plan, which has a formal living and dining room, an open

kitchen with island and convenient downstairs bedroom and bathroom standard.

Both neighborhoods offer private homeowner amenities that include a pool, spa and tot lot.

Model homes and sales offices for Montara and Ravinia are open from 10 a.m. to 6 p.m. Tuesday through Sunday and from 1 to 5 p.m. Monday. From Interstate 5 exit Cannon Road and travel east past El Camino Real. From 78, exit College Boulevard and head south. Follow the signs to Calavera Hills.



Plan 3 at Ravinia at Calavera Hills by McMillin Homes has up to 2,876 square feet and a variety of features, including gourmet kitchen.

Being developed by a partnership of The Corky McMillin Companies and Brookfield San Diego Builders Inc., the 900-acre Calavera Hills comprises several neighborhoods, a large community park, top-rated city recreation center and elementary and middle schools. Now in its final phase of residential construction, more than 1,100 new homes are being built. These include attached and detached single-family homes as well as affordable apartments. Recreational amenities for some of these neighborhoods include swimming pools, spas and play areas.

Katleen Klassen is with Scribe Communications. For more information, please visit www.mcmillin.com.

SPOTLIGHT ON CARLSBAD

UNDERSTANDS

from page A-32

North County area. Palomar Forum, a 430,000-square-foot master-planned project located at the northeast corner of Melrose Drive and Palomar Airport Road broke ground in February 2005.

Davis Partners said that it selected Carlsbad because the city was a better fit for their high-quality industrial product that will be ready for move-in rather than require additional build-out.

Greyhawk Business Center, located at the east portion of the Palomar Forum, began raising its walls in first quarter 2006. The 28-building industrial/R&D project totaling more than 208,000 square feet was the first phase of the project to see activity and is expected to reach completion in third quarter 2006.

The project continues to have a tremendous presence along Palomar Airport Road as the walls are built and visibility grows, interest from buyers increase daily as a result, according to Andy Melzer of Grubb & Ellis|BRE Commercial, who along with Don Grant and Karen Fuller, comprise the project's marketing team. "Activity has already been substantial with 25 percent reserved with interest from both user and investor buyers," said Melzer.

The Palomar Forum is also home to Concourse One, a 75,000-square-foot, Class A office building located at 3207 Greyhawk

Court (northeast corner of Palomar Airport Road and Eagle Drive). The two-story, high-image office building is expected to be completed and ready for occupancy in third quarter 2006. It is currently available for pre-leasing with spaces ranging in size from 5,000 square feet to 75,000 square feet.

The development is a joint venture between Somera Capital Management, LLC and San Diego-based LW Properties, LLC. Rick Reeder, Justin Halenza and Katie Anderson of Grubb & Ellis|BRE Commercial handle project leasing and marketing.

"Carlsbad offers all of the infrastructure required for a successful, Class A office development such as Concourse One," said Steve Lloyd on behalf of LW Properties LLC. "There is an excellent supply of existing office and industrial product providing a strong tenant base, all within close proximity to a full spectrum of executive and employee housing.

"Perhaps most important," he added, "is that Carlsbad currently has land available for new development, whereas many San Diego County cities are largely 'built-out.' Carlsbad's ongoing commercial/industrial development will continue to provide expansion opportunities for existing local companies as well as those forced out of other areas where development has slowed or stopped."

Concourse One is one of many office projects in the works or planned in Carlsbad. Grubb & Ellis|BRE Commercial



research analysts said that Carlsbad continues to be a leader in net absorption of office space in North County, and it could reach record numbers if the pace continues. First quarter was characterized by a steady stream of mid-range leases (5,000 – 10,000 square feet) in both the new and existing buildings, and only a few large blocks of space remain before the next wave of supply hits in late 2006.

Present inventory in the Carlsbad office market stands at 3,391,420 rentable square feet with just 236,911 square feet of available space, a 7 percent vacancy rate. At the end of first quarter 2006, there was a total of 333,785 square feet under construction and 316,500 square feet of proposed office space for Carlsbad.

Participating in this growth is Beckman Properties, who is in the process of complet-

ing one of the largest Class A office buildings in the city. Construction started last year on CenterPoint Plaza, a 97,000-square-foot, three-story office building located at Faraday Avenue and Priestly Drive. The steel frame building with state-of-the-art energy efficient technology is scheduled for completion in September or October.

Carlsbad has succeeded in establishing itself as one of the premiere environments for businesses and residents alike. As a long-time contributor to the city as a business owner and trusted adviser, Grubb & Ellis|BRE Commercial is committed to helping Carlsbad grow and develop successfully while maintaining the city's charm and personality.

Jennifer Cornelius is with Grubb & Ellis|BRE Commercial. For more information, please call Marc Doyle, EVP Transactional Services, at (760) 431-4200.





Beyond Status Rewards: Business Aircraft Benefits Linked to Productivity

Submitted by Jet Source

Business aviation offers almost infinite travel options while at the same time creating almost as many questions. There are many benefits that make chartering or purchasing a private jet a realistic option. While corporate image and ease of travel are always at the top of the list, employee productivity is an increasingly important factor.

"When considering this mode of transportation, whether it is just a quick golf outing to Scottsdale or a long-term requirement for project oversight, executives should analyze all of the options and benefits and Jet Source can help," said Frank Milian, president and chief operating officer of Jet Source. "Our business aviation experts have the knowledge and resources to answer all of the questions as well as deliver services that encourage employee productivity and long-term profitability."

Jet Source, the only full-service business aviation center at McClellan-Palomar Airport, was recently rated as one of the Top 40 Fixed Base Operators in the Americas and its Avionics Center was also ranked in the Top 10 in the United States. It is the only facility in California with the internal capabilities to support the operational needs of corporate aircraft at one location and boasts more than 120,000 square feet of hangar space; 30,000 square feet of office space; and an Executive Terminal. The entire facility is solar powered.

While it without a doubt offers a more pleasurable travel experience, using private aircraft is not solely a luxury but a proven tool to measurably increase productivity. Companies that fly general aviation aircraft for business purposes can control virtually all aspects of their travel plans. Itineraries can be changed instantly and business aircraft can be flown to thousands more destinations than are served by the scheduled airlines.

Business aircraft are productivity multipliers that allow passengers to conduct business enroute in complete privacy while reducing the stresses associated with traveling on commercial carriers. In recent years, business aircraft have compiled an impressive safety record that is comparable to that of the major airlines.

In evaluating the key benefits of business aviation, travelers should consider the following:

Saving Employee Time

Efficient employee scheduling and employee time savings are key advantages of business aircraft use. Because business aircraft have the ability to fly nonstop between small close-in airports,



Jet Source is nestled in the heart of San Diego's North County coastal area and is the only full-service business aviation facility at McClellan-Palomar Airport in Carlsbad.

highly efficient employee time management becomes a very real benefit.

Increasing Productivity Enroute

Employee productivity sustained enroute to a business destination – in a secure office environment, free from interruptions, distractions or eavesdropping – can have substantial value to an employer, including offering the ability to strategize before meetings and debrief afterwards, or meeting with customers in the air.

Minimizing Non-Business Hours Away from Home

"Family time" before and after traditional business hours is critical to most employees and can have an acute effect on employee morale and productivity. Business aircraft allow flexible scheduling and quick and easy access to meeting locations, thereby minimizing time away from home and office.

Ensuring Industrial Security

Avoiding eavesdropping, reducing travel visibility and eliminating unwanted and unnecessary conversations and interruptions all support the use of business aircraft to safeguard company employees and the sensitive information they carry.

Maximizing Personal Safety and Peace of Mind

Turbine-powered business aircraft flown by two-person professional crews have a safety record comparable to that of the largest scheduled airlines. The peace of mind that results from complete company control over the aircraft flown, passenger and baggage manifests, pilot quality and training, aircraft maintenance and operational safety standards is substantial.

Exercising Management Control Over Efficient, Reliable Scheduling

The near-total scheduling flexibility inherent in business aircraft – even changing itineraries enroute – can be a powerful asset. As aircraft can arrive and depart on the passengers' schedule, typically waiting for them in the ordinary course of business, meetings can be moved up, back or extended without penalty, risk or unnecessary scheduling pressures. Overnight trips often can be avoided.

Projecting a Positive Corporate Image

For customers particularly, and often for vendors, the arrival and departure of company employees via business aircraft is the sign of a well-run company, signaling the progressive nature of an organization with a keen interest in efficient time management and high levels of productivity. If used for charitable purposes, significant public-service contributions, as well as possible public relations benefits, also may be realized.

Charging the Entrepreneurial Spirit

By minimizing or eliminating many of the barriers to travel, business aircraft allow business opportunities to be more readily considered and acted upon.

Unparalleled Comfort

Flying in a private jet is comfortable, intimate and allows travelers to relax or work in complete privacy. A vacation begins the moment travelers board the private jet, not when they arrive at their destination, and they find comfort in knowing they can get what they want when they want it.

When the time comes for a company to take advantage of these benefits and charter or acquire an aircraft, Jet Source is San Diego's leading business aviation resource.

The company has an extensive fleet of aircraft featuring Gulfstream, Falcon, Citation, Hawker and Learjet, available for both business and pleasure. Charter services include complete hassle free management of aircraft with every detail efficiently handled including flight crew selection and training, maintenance, documentation, insurance and administration.

When a business is ready to purchase an aircraft, it can be assured the highest quality of consulting services. Jet Source does the research and presents all of the options including aircraft partnerships and charter leaseback programs. As an FAA approved repair station representing all major avionics manufacturers, Jet Source installs confidence. The company has completed some of the finest quality custom installations and retrofits in the industry and its FAA approved Maintenance Center with extensively trained and certified mechanics will care for a jet as if it were their own.

Guests of Jet Source will also enjoy unparalleled luxury and service. The onsite facility includes a private conference room, a luxurious passenger lounge, a business center and a state-of-the-art pilots media room, all hosted by courteous and professional flight support personnel. The experienced and knowledgeable staff provides full concierge services, including arranging limos, organizing local activities and accommodations and organizing specialized gourmet on board catering.

Every business can benefit from traveling via private aircraft. Whether for increased productivity, flexibility or the simple pleasure of jet setting, all of the benefits offer a unique competitive advantage that should be considered as part of a company's travel planning.

For more information, please visit www.jetsource.com or call (866) 299-7582.

SPOTLIGHT ON CARLSBAD

Private Jet Service Ready for Takeoff at McClellan-Palomar Airport

By Patty Kovacevich

Premier Jet, a full-service flight support operation management company, is landing on the scene in San Diego with a Grand Opening Gala event on July 13. The event will be at its distinctively new \$30-million aviation facility at Carlsbad's Palomar-McClellan Airport. Richard Sax, president of Premier Jet, and Craig Fos-

ter, newly appointed general manager, have announced that this state-of-the-art, high-tech, world-class facility is rolling out with appointments and services unseen in the aviation industry. North County is awash in luxury private air travel, and with Premier Jet's arrival, the very highest standards in private aviation are now available in North County. A unique infrastructure of services at Premier will

meet San Diego's rising private jet travel needs and corporate accommodations by providing the most elite services available.

Premier Jet arrives with a full-service virtual FBO concept that allows all private aircraft to be stored in a variety of indoor hangars rather than only on outdoor ramps, and at rates unbeatable among industry competitors. Distinctive convenience with futuristic architectural

planning has created a masterpiece of ambiance at the modern Premier Jet facility at McClellan-Palomar, preparing for the continued growth in private jet travel in one of the most affluent areas in the United States – North County, San Diego.

In addition to the distinctive services provided to its clientele, Premier Jet's fuel prices will be competitively lower than any other area FBO, a critical economic factor delivering added value at a time of ever-increasing fuel costs. Premier will provide tenants and customers with beautiful business facilities with impeccably designed floor-to-ceiling glassed conference rooms. Fully catered corporate luncheons and starlight buffets may be hosted on the grand outdoor patio. The soiree itself will be enhanced by the takeoff and landing of an impressively sleek Gulfstream, Falcon, Cessna or Citation.

Tenants with long-term lease offices in Premier's new building will hold title to the prime corporate business address for all of San Diego. The facility, however, is a pending sellout.

Premier Jet's unique concept of a 30-year, pre-paid, long-term lease program is the brainchild of local attorney and commercial real estate developer, Richard Sax. A hands-down win, Sax spearheaded the project to provide tax advantages for corporations and professionals who also had an affiliation with the private aviation industry. Premier's leased-land leverage at a county airport allows for lack of encumbrance in price that normally exists with a huge land purchase, preserving the capital otherwise tied up in the purchase of such land. Rate increases and inflationary pressures are also virtually nonexistent. The numerous financial advantages along with the architecturally beautiful surroundings assemble an extraordinary opportunity with one of the finest-designed aviation facilities in the world. No other corporate aviation headquarters can boast a world-class fine art gallery welcoming visitors and distinguished guests upon entry. Industry leaders are calling Premier Jet the new benchmark in private aviation.

Sax and his wife Bettie are the exception to the rule of glitz and glamour. Discreet and possessing a passion for commercial ventures, Sax's business acumen and visionary expertise in commercial real estate were clearly evident in his pioneering of the Premier Jet project. His defined path was easy to follow with major area corporations quickly realizing the advantages behind Sax's project and desiring the balance of sophisticated architectural surroundings for their busi-

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IT'S TIME FOR YOUR OWN PRIVATE HANGAR AND OFFICE.

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SPOTLIGHT ON
CARLSBAD

Top Charter Services Fly Out of Palomar Airport

By Katy Graham

Carlsbad's Palomar Airport is San Diego's candy store of charter jets, serving the needs of corporate business people and private individuals alike.

In a post 9/11 era where traveling with flight delays, layovers or lost luggage is inevitable, San Diegans are turning to charter companies to take them where they want to go.

Palomar Airport is home to San Diego County's top charter services. Based on the number of planes in a fleet, Schubach Aviation ranks No. 1 with 14 private planes. The service operates out of a 30,000-square-foot hanger space with 3,000 additional square feet of conference rooms and private lounges.

The No. 2 ranked charter service is Jet Source, which has nine planes available for chartering services. Although Jetsource ranks second on the list, it is the only full-service aviation company at Palomar Airport.

Express Air Charter is No. 3 on the list with six planes available. Mike Fager, Express Air charter manager, said Palomar Airport is the only bona fide location in San Diego for charter services.

"It is so popular right now, that sur-



Schubach Aviation, ranked No. 1 for having the most planes in its fleet of all San Diego County charter operators.

prisingly there's enough business for all of us to operate and grow," Fager said.

Fager, who has been with Express Air for four years, also offered an explanation for the chartering trend.

"It is so much more secure because you are picking the people you fly with," Fager said. Charter planes available at Palomar seat anywhere from 5-10 people, depending on the type of aircraft.

Schubach Aviation spokeswoman Debbie Shepard offers a similar viewpoint, saying that air charter travel is becoming a neces-

sity for business people. "Within a matter of minutes our clients are off and running, flying to whatever destination they please, no matter how remote," Shepard said.

Fueling this growing industry are the customized travel plans available to people who fly with chartered companies. Clients of air charter services often travel to multiple destinations in one day, making better use of their time. This eliminates unnecessary time away from family or personal commitments.

"People love having complete control over their schedules," explained Megan Cunningham, a charter service manager for Jet Source. "With charter service, time is not wasted at the airport waiting in line for a flight."

Pleasure and business do mix in the world of air chartering. According to Jet Source, 60 percent of its clients travel for business and 40 percent travel for leisure. Most air chartering companies at Palomar offer service to Mexico, Hawaii and

thousands of other remote airfields across the nation. Fortunately, they can access smaller runways commercial jets cannot.

One piece of advice for interested travelers is to do the homework on the various charter companies available. Cunningham of Jet Source explained her viewpoint, stating that "this is not a price-based industry, and consumers should know that cutting corners to get low prices does not ensure the best bang for your buck."

Asking questions and researching various companies will supply a traveler with the information to make the best choice.

These "on-demand" charter companies all have one thing in common: The ambition to meet every client need while maintaining safety and security.

Carlsbad is unique in the aviation community because it has an airport that offers what no other airport in San Diego has — multiple charter service companies for potential air voyagers to use for personal and business purposes.

PRIVATE

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ness offices with private aviation needs.

Premier's elite concierge service will offer seamless and masterful integration of individuals and corporations to fly in an easy to conduct business environment as well as enjoy San Diego's year-round leisure coastal activities. The highly professional Premier Concierge team will perform white-gloved magic to dazzle the most creative personal travel jaunt or plan a local corporation's urgent need for a business tryst in New York or Singapore. Premier Jet will customize every detail of a trip with class, indulging style and efficiency.

"Enhanced privacy and unparalleled five-star concierge service will be fundamental to Premier Jet's operations. Luxury travel with us will be what you want, when you want it, tailored for your pleasure and convenience," Foster said.

Foster comes to Premier from Orange County's eminent John Wayne Airport where he served as regional director of Atlantic Aviation. With more than 13 years' executive aviation experience, Foster's impeccable reputation records a delivery of extraordinary customer service and

business success. He also is known to create a core of uncompromising collaboration of service within a corporation. As Premier's top gun, Foster will apply his expertise and take award-winning Premier Jet and its affiliates to even higher skies.

Statistics prove that company time saved by private air travel along with the effectiveness of one-on-one negotiations render commercial air travel helplessly inefficient in today's economy. Add to this the unforgettable first-impression and piece of mind that goes with private air travel makes it a slam-dunk for the competitive advantage.

"The San Diego corporate community has discovered a rapid appreciation for the efficiency and advantages of private aviation charter to accomplish timely business travel and posture corporate executives face-to-face in global market meetings. Premier Jet will provide unrivaled service to San Diego's private jet business travel using innovative ideas, supportive technology, and luxurious pampering of clients and aircraft as never before," Foster said.

Patty Kovacevich is with Steel Magnolia Marketing & PR. For more information, please call (760) 930-0123 or visit www.PremierJet.com.





Private Air Charter Taken to New Altitude

Submitted by Schubach Aviation

Since 1992, Schubach Aviation has served as San Diego's "on-demand" private air charter company, based at Palomar Airport in Carlsbad. The company caters to the business community, operating a fleet of 14 private aircraft and providing an incomparable level of luxury, comfort and security. Because not all clients' needs are the same,

nor are all charter requirements the same, Schubach Aviation believes that customer safety and security should take top priority.

Next month, Schubach Aviation will move its operations to Premier Jet's new world-class Palomar Airport facility, demonstrating its commitment to Carlsbad and the burgeoning North County business community.

"Having outgrown our present location

of 14 years, we are very excited to be moving to our new home at Premier Jet," said Henry Schubach, president of Schubach Aviation. "Our new 3,000-square-foot office and 30,000-square-foot hangar space will be complemented by a host of customer conveniences, such as conference rooms, private lounges, a modern reception area with concierge desk and ample parking. Our move to this brand new facility reinforces

our mission to provide the ultimate in comfort, privacy and security to our clients."

In addition, this new facility also will enable Schubach Aviation to expand its current fleet of aircraft, provide private charter services worldwide and continue to offer a superior level of management services to aircraft owners.

Founded in 1992 by Henry Schubach, Schubach Aviation employs a team of 42 highly experienced pilots, mechanics and support staff. The firm maintains and operates a wide-bodied Bombardier Challenger 601, three King Air 200s, a King Air 90, two Citation CJs, a Citation 1SP, two Learjet 35s, one Learjet 55, a Hawker 800 and two Hawker 600 Fanjets. The company flies both business and leisure travelers anywhere in the world.

Schubach Aviation provides five-star service to ensure a seamless flight experience. Its aircraft boast the most modern amenities that allow business travelers to conduct business in flight, or to just kick back and relax.

The newest edition to the Schubach Fleet is its 2004 Citation Jet 1 (CJ1). The CJ1 jet interior is a marvel of intelligent styling, craftsmanship and highly efficient use of space. The CJ1 has ample seating for up to six adults, with club seating that enables four occupants to face each other while working in privacy. The CJ1 is ideal for short-range trips from Southern California to Las Vegas, San Francisco, Phoenix, Aspen and Mexico. The CJ1 cruises at a speed of 448 miles per hour at an altitude of 31,000 feet. While flying in style in this brand new aircraft, clients may relax and enjoy a state-of-the-art entertainment system, airshow and an abundantly stocked refreshment center.

Learjets offer similar amenities with higher performance. Seating up to seven passengers, the Learjet 35 cruises at a speed of 530 miles per hour at an altitude of 41,000 feet. The Lear 55 offers the same performance but with a larger cabin, providing more headroom, a fully enclosed lavatory and refreshment center. Lear Jets enable travelers to arrive at their destination the fastest way possible, giving them more time on the ground to conduct business or enjoy their vacation. Both the Lear 35 and Lear 55 aircraft are well suited for trips within approximately 1,000 miles.

Another new edition to the Schubach fleet is a Hawker 800. This midsize business jet flies non-stop from San Diego to New York or Miami with plenty of cabin space. A VIP cabin layout provides seating for eight passengers, with four club seats at

Privacy Agility Peace of Mind

Schubach Aviation operates, maintains and crews San Diego's finest fleet of executive aircraft. The aircraft you board will always be Schubach's, never brokered.

SCHUBACH AVIATION



King Air C90

This summer, Schubach Aviation relocates to Premier Jet's new, world-class Palomar Airport complex. Visit www.schubachaviation.com for details.



760/929-0307
schubachaviation.com
Palomar Airport, Carlsbad

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SPOTLIGHT ON CARLSBAD

Helicopters Offer More Options and Flexibility

By Candise Tu

With the buzz about increased productivity and efficiency due to private business jet travel, one often overlooked option for those traveling relatively short distances is helicopter transportation. Palomar Airport is ideally situated for business travelers seeking quick connections, since a helicopter flight from Palomar requires only about 50 minutes of travel time to the helipads within 25 yards of the international terminal at Los Angeles International Airport.

For the more adventurous and indepen-

dent entrepreneur, executive or business owner, owning a helicopter has other benefits and rewards. One local, a Del Mar-based entrepreneur and venture capitalist flies his private helicopter for everything from a quick shuttle to LAX for international flights to time/cost effective travel to board meetings in Northern California. For those with a bold sense of self-reliance, having a pilot license is rewarding in itself, but the convenience and freedom of hopping in one's helicopter and "just going" can be irresistible. The dramatic entrances to resorts, private parties, hunting and fish-

ing lodges and private retreats may also be a nice factor with having a pilot license.

Real estate developers and professionals in related businesses often use helicopters for aerial surveys and progress tracking. Developers that are particularly active throughout California and the Southwest states may reach the Phoenix area in less than three hours, and Las Vegas in just a little more than two hours in a typical light turbine helicopter. Total travel times are

comparable to those of a turboprop or light jet, as helicopters can depart more quickly at a busy airport with long lines for use of the runway and arrive without spending any time waiting in the traffic pattern. There are also added advantages, such as arriving to work at the exact destination, being able to see development trends before competitors and impressing clients with hidden talents.

Since there are numerous smaller

See **HELICOPTERS**, page A-56

Small Businesses Can Join the Jet Set

Submitted by Express Air Charter

Air charters have become a smart alternative to today's hectic airline experience. In fact, many business people may already qualify as members of the "jet set" crowd and not know it. A growing number of Southern Californians have only recently discovered the affordability of this service oriented and highly responsive alternative to the big airlines.

"New clients are usually surprised they can afford a private charter service," said Roger Smith of Express Air Charter, headquartered at Palomar Airport in Carlsbad. "It's fun to see their faces when they drive right up to the plane and realize they can just step in and go."

Changes in airport security and the stresses associated with current business travel have given a boost to San Diego's air charter companies. The convenience of driving up to the plane, handing over keys and baggage and entering a world of luxury and privacy has always been attractive, but is now within the budget of business travelers and vacationers alike. If the romance of the private jet can now be justified, right

there on the bottom line, then there may finally be something that the marketing and accounting departments can agree on.

For many small- to mid-sized companies, the hassles of traveling commercial – the delays, the airport crowds, the security problems – have grown intolerable and the cost of these services has become clearer, especially in the form of lost productivity.

Even though the charter option has existed since the first commercial flights, the big airlines have successfully promoted their image as the low-cost choice for air travel. Yet a careful look at that "cheap" ticket can tell a different story. The most important benefits of air charter may be intangible, but are nonetheless crucial to the efficiency and productivity of most businesses.

Air charter is an option worth investigating, and its advantages multiply as the charter sector enjoys a growing market share for business travelers becomes available at more and more airports nationwide.

This article was provided by Express Air Charter. For more information, please call (760) 931-7920 or visit www.expressaircharter.net.

DESTINATION ANYWHERE

this is why I fly helicopters

Can you go from Carlsbad to LAX in 50 minutes? Have you ever left home at the crack of dawn just to make it to your twelve o'clock flight at LAX? How about the return trip? If the timing with traffic isn't perfect, the drive home may take longer than your flight. Just think, in the amount of time it took you to fly from Honolulu to Los Angeles, traffic would only let you go from Los Angeles to San Diego (by car).

Flying helicopters will not only get you where you need to go, faster, but it will also get you where you want to go, when not much else can. One example of this is when the roads to Julian and other parts of east county are closed during fire season, and there is no other way in or out. The rest of the year, the helicopter will get you to your secret fishing spot and allow you to pick up a fresh apple pie from the Julian Pie Company, all while enabling you to make a day trip out of something that would otherwise take a day just to hike to.

Have you ever gone for a flight in Hawaii, Alaska or Las Vegas and called it the highlight of the trip? Becoming a pilot is more accessible than you would expect and the possibilities are endless. Come see how you can make every day a "highlight."



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SPOTLIGHT ON
CARLSBAD

Taking a More Hands-On Approach to Health

By Nathaniel L. Oubre, Jr.

Kaiser Permanente has always encouraged members to take an active role in improving their own health. Kaiser was founded on the principles of preventive care and consumer engagement. By emphasizing prevention and wellness; executing effective care management programs within a system of integrated care; and providing easy access to health improvement programs, education, member incentives and decision support tools, Kaiser Permanente presents the foundation necessary to encourage members to actively participate in their health care.

This business model is becoming increasingly popular with health care purchasers. In a recent Business Roundtable survey of corporate CEOs, 43 percent reported rising health care costs as their greatest concern. They wanted solutions that reduce costs and help keep their employees healthy, ultimately reducing the long-term costs of health care.

Kaiser Permanente believes a consumer-driven health care (CDHC) strategy fits perfectly with the commitment to the companies employers and consumers, and to be both a cost-efficient health plan and an integrated organization of providers who drive relentlessly for continuous improvement in everything they do. Kaiser Permanente strives for industry leading performance in health care quality, service and cost. Medical care and services available through innovative CDHC products help lower health care costs yet are flexible to meet business' needs. And most importantly, CDHCs empower employees to become well informed, savvy health care consumers who share responsibility for their health care choices.

The Right Tools to Build Good Health

Simply shifting responsibility to consumers for health care funding won't control escalating health care costs. Employees need tools to help them make better decisions and improve their health. Kaiser Permanente is committed to member education and engagement, and its care delivery system is designed to keep members healthy by focusing on preventive medicine. Its program provides members with a whole range of resources to help them find their own road to wellness and get more out of life and their health care dollars.

Kaiser Permanente's integrated CDHC options include high deductible plans, accompanying health savings accounts (HSAs) and health reimbursement arrangements (HRAs). The HRAs are an employer-funded reimbursement arrangement that allows employees to receive tax-free reimbursement for eligible out-of-pocket health expenses with unused funds rolling over year to year.

Members with HRA plans have access to online decision support tools that help plan for and understand the cost of their health care choices. Included are health classes and programs, incentives, access to Kaiser's Web site (to make appointments, refill prescriptions and e-mail medical professionals), online personalized programs (to help members lose weight, reduce stress, eat better and stop smoking) and resources to learn more about conditions, treatments and support services.

To encourage employees to make informed decisions about health care coverage and manage their budgets, Kaiser Permanente has created a treatment cost estimator, an online tool that offers treatment fee schedules and the prices of treatment and services at Kaiser Permanente and throughout California. Members may also complete an online total health assessment and become better informed by reading featured health topics on subjects from abdominal pain to zinc deficiency.

Other online tools include health encyclopedia, clinical practice

guidelines, message boards, a drug encyclopedia, healthy living tools and online discussions. The online glossary offers help in understanding health plan and coverage terminology, such as HDHP/HSA, HMO, HRA, POS and PPO.

Investing in Health

Technology

Supporting these flexible, consumer directed options in health plans and assisting the clinician at the patient bedside, Kaiser Permanente is implementing a nationwide electronic health records (EHR) system that is recognized as the health care industry's leader.

This robust technology called Kaiser Permanente *HealthConnect*, is a multibillion dollar investment that revolutionizes patient care delivery and improves Kaiser Permanente's ability to identify employer groups' key cost drivers to help manage health care costs. Integrating medical information with billing, scheduling and account management increases the value of Kaiser Permanente health plans and boosts service to businesses.

In a recent Business Roundtable survey of corporate CEOs, 43 percent reported rising health care costs as their greatest concern. They wanted solutions that reduce costs and help keep their employees healthy, ultimately reducing the long-term costs of health care.

HealthConnect integrates inpatient and outpatient clinical records for 8.4 million members nationally, and nearly 500,000 in San Diego County. Physicians have instant, 24/7 access to tested evidence-based clinical protocols, alerts to the best practices and the latest research as well as other physician decision support tools needed in real time during the medical office patient appointment or at the patient's hospital bedside. Another feature for employees and patients includes a secure Web site connection so they may go online to find eligibility and benefits information, view



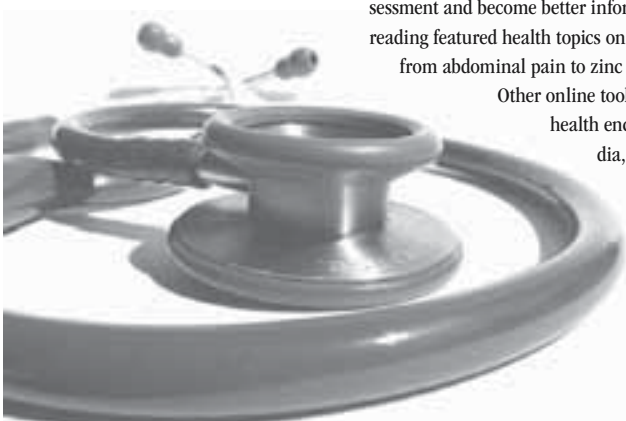
their allergies and immunization history and use the secure physician messaging system that can eliminate unneeded phone calls and additional doctor's office visits. Patients also have access to vast amounts of health, medical and disease management information via the Web site at www.kp.org.

HealthConnect brings together the knowledge, research, technology and medical excellence that has made Kaiser Permanente the nation's largest private sector, not-for-profit health care system. All that expertise and technology, combined with state-of-the-art medical facilities, offer employers and consumers the best health care system available in the nation. Putting it All Together

Kaiser Permanente is an organization that continually works to elevate the state of health care with progressive products, services and advancements. Kaiser Permanente's vision of the future remains focused on improving the health of its members and the communities it serves.

Kaiser Permanente believes the job is never done. In a very competitive health care market, it is not enough to have several health care plans to choose from, or the latest in technology and electronic medical records. Kaiser Permanente offers far more than just a product, it offers 60 years of leadership and experience in keeping people healthy. Kaiser Permanente is here to make lives better. Together, Kaiser Permanente can help people live well, be well and thrive.

Nathaniel L. Oubre, Jr. is senior vice president and area manager for Kaiser Permanente San Diego. For more information, please visit www.kp.org.





The Land Rover Miramar MS 150 Bay-to-Bay Bike Tour Hosts Many Corporations This Fall

By Beth Clark

This October, more than 2,000 cyclists will participate in the 24th annual Land Rover Miramar MS 150 Bay-to-Bay Bike Tour presented by Union Bank of California. The MS 150 event and safety program is endorsed by the League of American Cyclists, and is the premier charity bike tour in Southern California, providing complete medical and mechanical support along the route, rest stops every 10-15 miles, catered meals and beverages and massages. The scenic route from Orange County to Mission Bay goes through Camp Pendleton and features a celebration village in Carlsbad, exciting rest stops, celebrity cyclists, many large corporate teams and prestigious sponsors.

The MS 150 is open to all levels of cyclists ranging from beginner to expert. While cyclists are welcome to ride the tour as individuals, the event hosts many corporate teams.

Corporate teams such as Disneyland, KPMG, Qualcomm, Mitsubishi Motors, the cast and crew of the NBC television show "Scrubs," Blue Cross and Beckman Coulter say that the camaraderie and the pride of team involvement is what keeps them involved in the event year after year. Other participating teams include Union Bank of California, Land Rover Miramar, Vitamin Shoppe, KTLA, BP, Teva Neuroscience and Wells Fargo.

In addition to cycling as a team, businesses may get involved through event sponsorship. Sponsoring the event may build a company's reputation as community-conscious and charitable, while generating exposure for the corporation through mass media benefits that are associated with event sponsorship. Sponsorship opportuni-



Last year's Bay-to-Bay Bike Tour raised more than \$2 million for the National MS Society.

ties are available in all monetary ranges. Additional sponsorship opportunities range from expo booths to goodie bags. However, customized opportunities are available.

In 2005, the MS 150 attracted prestigious gold-level corporate sponsors such as Wal-Mart, Mitsubishi Motors, Continental Airlines, KPMG and Mark-it Smart. Silver level sponsors included Westfield Plaza Camino Real, Nestle Waters, BJ's Restaurant and Brewery and Wahoo's Fish Tacos. Bronze sponsors were Teva Neuroscience, Quiksilver, KTLA, Beckman Coulter, ACE Relocation Systems and FedEx. Many of these sponsors will return this year to join Land Rover Miramar and Union Bank of California in their support of the event, continuing their media privileges, their display of support for cycling talent, the National MS Society and the community.

"This tour means different things to different people. It's a great tour for cyclists, it's an opportunity for sponsors and corporate teams, it builds awareness of MS and it rais-

es important funds to help people with MS – and to find the cure," said Jamie MacDonald, president and COO of the Pacific South Coast Chapter of the National MS Society.

Last year's event raised more than \$2 million for the National MS Society. The Pacific South Coast Chapter of the National MS Society funds research and provides programs, services and advocacy to the more than 18,000 Southern California residents who are affected by multiple sclerosis (MS), a chronic, lifelong, highly unpredictable and often disabling disease of the central nervous system with no known cure.

Other National MS Society Events in Carlsbad

More than 15,000 walkers including 100 corporate sponsors and about 1,000 teams helped raise approximately \$2.5 million at the 2006 MS Walk event. The MS Walks were in April of this year at the University of

California at Irvine campus, LEGOLAND® California in Carlsbad and Embarcadero Marina Park South in Downtown San Diego.

On June 23-25, 2006, the Wells Fargo MS Challenge Walk takes place along the California coastline from Carlsbad to Downtown San Diego. The inspirational, three-day, 50-mile walk, involves both physical endurance and mental strength. For those with passion seeking to make a positive difference, the MS Challenge Walk provides opportunity for fundraising, volunteering or sponsorship. For more information, visit www.myschallenge.com.

"These events are not about being athletic, but rather about showing compassion," said Allan Shaw, CEO of the Pacific South Coast Chapter. "Each person's participation affirms their commitment to stop MS. Participants take with them confidence, joy, friendship, power and fun."

MS is the most common neurological disease of the central nervous system affecting young- to middle-aged adults. Most people are diagnosed between the ages of 20 and 50, and more than twice as many women than men have MS. There is no known cause, cure or prevention for this chronic, disabling disease. Symptoms are unpredictable and may vary greatly for different people, ranging from numbness in the limbs and extreme fatigue to loss of balance and muscle coordination or even paralysis.

Beth Clark is director of marketing and communications. For more information, please call the National MS Society, Pacific South Coast Chapter at (760) 448-8424 or visit www.msapacific.org. For more information on registering to ride or become a team captain, please visit www.ms150bayto bay.com.

PRIVATE

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the front of the cabin, a three-seat settee and a single seat at the rear of the cabin. This plane has a fully enclosed lavatory and a forward galley. Amenities include a flitephone, airshow, entertainment system with DVD and CD player and a refreshment center with a fully stocked bar.

Schubach Aviation's wide-bodied Challenger is the ultimate in comfort and style. The custom-designed aircraft features a stand-up cabin that provides plenty of room to walk around. Seating up to nine passengers, the Challenger features a newly refurbished, plush leather interior. Passengers

may enjoy a gourmet dinner served by one of Schubach's professional cabin attendants or turn down the lights and enjoy a movie in surround sound. The aircraft is equipped with six individual and two large flat screen monitors, allowing individual passengers to watch movies independently of other passengers. Amenities include a full galley, private restroom, CD player, fax, flitephone and satellite phone. This long-range aircraft whisks passengers to almost any desired destination including Hawaii, New York, Mexico, the Caribbean and Europe.

Over the past 14 years, Schubach Aviation has earned its gold-star rating for customer satisfaction. Highly trained charter professionals work around the clock to

ensure each and every flight is seamless. Charter coordinators assist travelers in selecting the best aircraft for any destination and are extensively trained to determine the most convenient airport at any destination.

A good charter company like Schubach Aviation will help travelers plan travel needs in the most cost effective and efficient manner.

Schubach Aviation's charter coordinators can also arrange ground transportation and catering. They will go to great lengths to supply anything from sushi or lobster to chocolate covered strawberries or a specific brand of wine. Flying private charter allows passengers to have their own personal travel concierge, easing the

stress of making travel arrangements.

While the perks are nice, Schubach Aviation always puts safety and security first. All charter companies are required to follow strict security guidelines required by the Transportation Safety Administration.

Travel – quickly and safely. Schubach Aviation takes the convenience, security and comfort of charter to a whole new altitude. Schubach Aviation has earned the ARG/US Gold Rating, exceeding safety, equipment and crew standards for FAA 135 charter operators.

For more information about Schubach Aviation, please visit www.schubachaviation.com or call (800) 214-8215.



Information Center Now Open at New Residential Development in Carlsbad

By Fran Bangert

Discriminating homebuyers will experience new heights of luxury and sophistication at the recently opened information center at Shea Homes' Messina at La Costa Ridge in Carlsbad, where Shea Homes is celebrating its 125th anniversary by offering pre-model pricing and the added value of a 48-inch Sub-Zero® refrigerator with every home purchase.

Messina home sites, a collection of one- and two-story homes on a lofty site where views extend to the ocean and averaging 14,000 square feet located on quiet cul de sacs, are destined to be one of San Diego County's most coveted addresses.

Grand-scale living unfolds in approximately 4,182 to 4,873 square feet of living space and extend outside into inviting courtyards and loggias with three- to four-car garages. With three to five bedrooms and four to 5.5 baths, every member of each household will enjoy the privacy of having their own bath adjoining their bedroom.

Traditional parlors and separate dining rooms lend a formal touch to each residence, while expansive family rooms, gathering rooms or great rooms join with gourmet island kitchens provide plenty of space for family fun and entertainment.

Each of Messina's three floor plans has its own unique design details:

Plan 1 features a bright sun room adjoining the kitchen and breakfast nook and a private upstairs "dream room" secluded above the master suite.

Plan 2 takes on the added dimension of both a family room and a gathering room plus a guest room with a private patio, a wine room off the dining room and an optional outdoor bar for entertaining.

In Plan 3 a tasting room adjoins the dining room, setting the scene for special occasions, and a spacious garden breakfast room brightens morning meals.

Refinements of the highest caliber confirm Messina's status in the ultra-luxury class. For example, kitchens are detailed with granite countertops, maple cabinets, walk-in pantries and stainless steel GE® Monogram Series appliances, and Kohler sinks, tubs, toilets and fixtures are featured in every bathroom.

The striking appearance of the homes begin with richly detailed Santa Barbara/Mediterranean, Tuscan, Monterey Ranch and Spanish architecture with accents of stone or brick, wrought iron, shutters and balconies. The fully finished garages accommodate three or four vehicles.

La Costa Ridge is an exclusive, gated enclave located in south Carlsbad, and is carefully planned with only 259 homes on more than 490 acres integrated into the surrounding open space of the adjacent 1,000-acre La Costa Preserve. Situated on the highest point in La Costa, residents of La Costa Ridge will enjoy breathtaking panoramic ocean and hilltop views along with all of the highly desirable amenities of North County, including resorts and spas, world-class golf courses and pristine beaches. La Costa Ridge is served by the San Marcos Unified School District.



La Costa Ridge Plan 1A

To reach the Messina information center, exit Interstate 5 at La Costa Avenue and travel east. Turn left on El Camino Real and right on Alga. Turn right again on El Fuerte. Turn left at the entry gate on Corintia and proceed to the Messina information center on the right. The information center will be open from 10 a.m. to 6 p.m. daily except Mondays, when hours are 1 to 6 p.m.

Shea Homes San Diego is a division of Shea Homes Limited Partnership, an independent member of the Shea family of companies, which is celebrating its 125th anniversary in 2006. Throughout the past century and a quarter, members of the Shea family and their companies have accomplished many extraordinary milestones, including completing work on the foundation of the landmark Golden Gate Bridge, working on San Francisco's Bay Area Rapid Transit System (BART) and serving as a

managing partner for the construction of the Hoover Dam. Yet, Shea Homes' most satisfying achievements continue to revolve around listening to its customers' needs and satisfying those needs by providing an extensive selection of new home floor plans and quality workmanship in the finest neighborhoods and communities available today. Shea Homes is also investing in the future of children and communities across America by sponsoring a multi-faceted literacy awareness program that urges parents to "Read With Your Child 15 Minutes a Day."

Fran Bangert is public relations director for Kovach Marketing. For more information, please contact Janis Williams, community representative, at (760) 431-6375, or visit www.sheahomes.com. For more information about La Costa Ridge, please visit www.lacostaridge.com.

HELICOPTERS

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general aviation airports like Palomar scattered throughout the United States, helicopter travel may offer increased flexibility and efficiency by allowing business travelers to get much closer to their ultimate destination and avoid the critical delays caused by time-consuming and unpredictable traffic around major airports.

Obtaining a pilot license is often more straightforward than one might expect. A private pilot license enables one to carry passengers and fly virtually anywhere a professional pilot might go, and requires only a minimum of 40 hours of training, although more training is typically recommended.

Palomar Airport-based Civic Helicopters has been training pilots for nearly 20 years. With a current student clientele

that includes pilots from the San Diego Police Department, the air support unit of the San Diego County Sheriff's Department and the Federal Aviation Administration, Civic Helicopters has trained a wide range of pilots, from private clients with no experience to professional pilots, both receiving training to the highest standards of safety and performance.

The rapidly growing ranks of helicopter owners demonstrate the accessibility and increasing use of private helicopters for both business and recreation uses such as a quick round of golf in Palm Springs, a weekend in Las Vegas or an easy day trip to Santa Barbara.

Candice Tu is with Civic Helicopters. For more information, please call (760) 438-8424 or visit www.civichelicopters.com.



Palomar Airport-based Civic Helicopters has been training its wide range of pilots for nearly 20 years.